

**BY ORDER OF THE
SECRETARY OF THE AIR FORCE**

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Manpower Standard

OPERATIONAL CONTRACTING

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This Air Force Manpower Standard (AFMS) quantifies the manpower required to accomplish the tasks described in the process oriented description for varying levels of workload. This function supports Operational Contracting Squadrons in Air Mobility Command, Air Combat Command, United States Air Forces in Europe, Pacific Air Forces, Air Education and Training Command, Air Force Space Command, and Air Force Special Operations Command. It does not apply to the United States Air Force Academy, Air Force Operational Test and Evaluation Center, Air National Guard, Air Force Reserve, the 11th Wing, or flights that have been cost compared (OMB Circular A-76). Specialized flights within Operational Contracting are not under standard. It may apply to Air Force Materiel Command if current HQ AFMC/PKO organizational structure adheres to guidelines in accordance with AFI 38-101, *Air Force Organization*. Bases should develop negative variances to account for processes not performed or performed by contract, and positive variances for processes performed but not included in the AFMS. All processes and variances for this function were reviewed and reengineered in accordance with FY00-05 Annual Planning and Programming Guidance (APPG). This AFMS was developed for the Operational Contracting Squadron, in accordance with policy and guidance from the Air Staff; all 64 series regulations; AFI 63-124, *Performance-Based Service Contracts*, Federal Acquisition Regulations (FAR); Defense Federal Acquisition Regulations (DFAR); Air Force Federal Acquisition Regulations; and AFMAN 38-208, *Air Force Management Engineering Program (MEP)*. Send comments and suggested improvements on AF Form 847, **Recommendation for Change of Publication**, through channels, to AFMRDS/RDB, 550 E Street East, Randolph AFB TX 78150-4451. See **Attachment 1** for a glossary of references and supporting information.

SUMMARY OF REVISIONS

This AFMS updates points of contact and office symbols; revises **Attachment 1** to include a section for an explanation of terms; changes the process titles to a noun or noun and adjective format in the process oriented description (**Attachment 2**) and process analysis summary (**Attachment 5**); adds Standard Procurement System (SPS) files to the man-hour data source (paragraph **2.2**); deletes the first equation for Contingency Support and workload factor for

historical days deployed since no longer applicable (paragraph **2.3.2**); provides new direction on the timeframe for applying a second equation on Acquisition electronic business initiatives (paragraph **2.3.3.2**); revises the AFSC for the Lt Col position in the manpower table (**Attachment 3**); and revises the following in **Attachment 4**: adds Peterson AFB to impact for variance A4.1; deletes variance A4.5 and renumbers subsequent paragraphs; adds Goodfellow AFB to impact for variance A4.6; revises the definition for variance A4.10 to include Spec \$\$; and adds new variances A.4.12., A.4.13., and A4.14. Revisions are identified with a star (★).

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1. Responsibility Statements. The Operational Contracting Squadron provides acquisition planning and business advice; leads market research for solicitation, contract award, and contract administration; and ensures performance management in support of installation contracting requirements and deployment contingency contracting.

1.1. Commander. Provides leadership, discipline, morale, welfare, health, and training of assigned personnel. Manages required resources to meet mission requirements. Interprets directives, orders, and regulations. Formulates plans and policies. Convenes and appoints boards. Coordinates and interfaces with other agencies, as required. Maintains and enforces standards. Senior installation contracting official and business advisor, unit administrator, and personnel are normally aligned here.

1.2. Contract Operations and Oversight. Performs duties of the Small and Disadvantaged Business Utilization Specialist (SADBUS) and duties associated with competition advocacy in accordance with all statutes. Performs oversight of individual contracting actions, oversees and administers contracting programs and training requirements.

1.3. Contingency Support Cell (LGCX). Provides planning, programming, training, and execution of all contingency contracting operations.

1.4. Acquisition Flight (LGCA/B/C, etc.). Leads market research; provides business advice and acquisition planning for solicitation, executes award, and performs contract administration; and ensures performance management for all installation acquisition requirements.

1.5. Plans and Programs Flight (LGCP). Includes all functions in support of the contracting squadron. This includes information technology support, administration of the governmentwide purchase card program, quality assurance (QA) program coordinator (if not accomplished in the Program Management Flight), contract review committee, focal point for squadron training, squadron performance metric development, and trend analysis.

1.6. Program Management Flight (LGCM) (Optional). Performs consolidated contract quality/specialist function needed to provide complete performance management support to the acquisition flight(s). In addition to QA, this flight may include the QA program coordinator, contract specialists, and additional multifunctional expertise (additional acquisition personnel, program management, engineers, quality assurance specialist, etc.) as determined by wing senior leadership. Under this option, the flight will perform pre-award planning under the squadron commander for a single multifunctional service contract or group of services contracts. One or more performance management flight(s) may be added with the approval of the wing commander.

2. Standard Data.

2.1. Approval Date. 15 October 1999

★2.2. Man-hour Data Source. Per accomplishment times (PAT) were collected via workshop measurement. Work units were collected via historical records (Base Contracting Automated System (BCAS) and Standard Procurement System (SPS) files) and technical estimate.

2.3. Man-hour Equations. Note, while the manpower is earned by flight, this AFMS serves merely as a guide for actual placement within the operational contracting squadron.

2.3.1. Commander. Allocate a Commander Y=1 (Constant Manpower).

Determine **Information Management and Personnel** positions based on the following matrix:

Table 1. Information Management and Personnel.

Squadron Population Range	Information Management			Personnel			Total Requirement
	Grade	AFSC	Requirement	Grade	AFSC	Requirement	
0 - 50	SSG	3A051/ 3S051	1	NA	NA	NA	1
51 - 100	SRA	3A051	1	SSG	3S051	1	2
101 +	SRA	3A051	1	SSG SRA	3S051 3S051	1 1	3

NOTE: This table was extracted from AFMS XXX0. Squadron population is based upon total military population at a 1.0 rate and civilians at a .25 rate. Commanders have the option to obtain 6C personnel in lieu of 3A and 3S personnel.

★2.3.2. Contingency Support Cell. Use the following equation after implementation of the Air Expeditionary Forces (AEF) to determine the man-hours for contingency:

$$Y_1 = X_3 \{(8.57)(.66)\}/12 + X_4 \{(8.57)(.66)\}/15 + X_2(4.22) + 29.40$$

X_2 = Historical Personnel Deployed

X_3 = Non Steady-State Deployment Days

X_4 = Projected AEF (Steady-State) Deployment Days

2.3.3. Acquisition Flight.

2.3.3.1. Use the following equation beginning FY00, Quarter 2:

$$Y_2 = X_5 (0.0000559) + X_6 (0.4139) + X_7 (10.0413) + 1024$$

X_5 = Centralized Contracting Dollars excluding modifications, adjusted to the Base FY (1998) for Inflation (use latest complete FY - Oct through Sep) . Exclude those dollars attributed to Specialized Flight operations and utility payments.

X_6 = Centralized Contract Actions Less Than or Equal to \$100,000, excluding modifications, Decentralized Blanket Purchase Agreement calls, and summarized reporting (use latest complete FY - Oct through Sep). Exclude those Contract actions attributed to Specialized Flight operations and utility payments.

X_7 = Centralized Contract Actions Greater Than \$100,000, excluding modifications, Decentralized Blanket Purchase Agreement calls, and summarized reporting (use latest complete FY - Oct through Sep). Exclude those Contract actions attributed to Specialized Flight operations and utility payments.

★2.3.3.2. Use the following equation upon coordinated SAF/AQC and HQ USAF/XPM written direction, the scheduled full implementation for electronic business initiatives:

$$Y_2 = X_5 (0.0000520) + X_6 (0.3736) + X_7 (9.7848) + 1057$$

X_5 = Centralized Contracting Dollars excluding modifications, adjusted to the Base FY (1998) for Inflation. Exclude those dollars attributed to Specialized Flight operations and utility payments.

X_6 = Centralized Contract Actions Less Than or Equal to \$100,000, excluding modifications, Decentralized Blanket Purchase Agreement calls, and summarized reporting (use latest complete FY - Oct through Sep). Exclude those actions attributed to Specialized Flight operations and utility payments.

X_7 = Centralized Contract Actions Greater Than \$100,000, excluding modifications, Decentralized Blanket Purchase Agreement calls, and summarized reporting (use latest complete FY - Oct through Sep). Exclude those actions attributed to Specialized Flight operations and utility payments.

2.3.3.3. Determine manpower for ongoing and scheduled fiscal year A-76 studies according to the following criteria. MAJCOMs will provide a range of Full Time Equivalents (FTE) to include Non-Appropriated Funds (NAF) for individual bases.

Table 2. A-76 Acquisition Requirements.

FTEs under Study	Contract Requirement
11-100	1
101-150	1.5
151-200	2
201-350	2.5
351-500	3
501-750	3.5
751-1250	4
1251-1750	4.5
1751-2500	5
	NOTE: A joint functional MAJCOM and XPM decision will be made as to the applicability and number of additional requirements authorized for FTEs under study in excess of 2500.

2.3.4. Plans and Programs Flight. Allocate a Plans and Programs Flight Chief and a Quality Assurance Program Coordinator (QAPC) for each squadron. Y=2 (Constant Manpower). Determine Electronic Business (SPS & EC) and Governmentwide Purchase Card Administration personnel based on the following matrix:

Table 3. Electronic Business (SPS & EC) And Governmentwide Purchase Card Personnel.

ELECTRONIC BUSINESS (SPS & EC)		Governmentwide Purchase Card	
Squadron Population Range	Authorizations	Number of Cardholders	Authorizations
1 – 100	5	1 – 300	2
101 +	6	301 – 500	2.5
		501 – 700	3
		701 – 900	3.5
		901 – 1100	4
		NOTE: Add .5 authorization for each additional increment of 200 cardholders.	

2.3.5. Contract Operations and Oversight. Allocate a Director of Business Operations and a Superintendent for each contracting squadron. Y=2 (Constant Manpower).

2.4. Workload Factors (WLF).

★2.4.1. Contingency WLFs.

2.4.1.1. Title. Historical Personnel Deployed.

2.4.1.1.1. Definition. The total number of personnel deployed from their home base during the previous FY. If an individual is deployed more than once for separate taskings, count each time as a separate personnel deployment.

2.4.1.1.2. Source. MAJCOM Operational Contracting Superintendent. **NOTE:** Once the personnel system is capable of capturing this data, it will be collected from Military Personnel Flight (MPF) records and verified by the Contracting Squadron Superintendent.

2.4.1.2. Title. Non-Steady-State Deployment Days.

2.4.1.2.1. Definition. The total number of days personnel are deployed supporting non-steady-state deployments during the previous FY. Non-Steady-State Deployment man-days are all TDY days that are not scheduled in AEF 1 through 10 during the 15-month rotation. These man-days include, but are not limited to, Unit Moves, Global Reach Laydown, Red Horse, Counter Drug, Humanitarian Relief Operations (HUMRO), and Noncombatant Evacuation Operations (NEO) deployments.

2.4.1.2.2. Source. MAJCOM Operational Contracting Superintendent. **NOTE:** Once the personnel system is capable of capturing this data, it will be collected from MPF records and verified by the Contracting Squadron Superintendent.

2.4.1.3. Title. Projected AEF (Steady State) Deployment Days.

2.4.1.3.1. Definition. The total number of projected AEF (steady state) deployment days which the base is scheduled to perform under the current AEF 1 through 10 schedule (15-month period). The term AEF (Steady-State Deployments) will replace the current term Palace Tenure (Deployments).

2.4.1.3.2. Source. MAJCOM Operational Contracting Superintendent. **NOTE:** Once the personnel system is capable of capturing this data, it will be collected from MPF records and verified by the Contracting Squadron superintendent.

2.4.2. Acquisition Flight WLFs.

2.4.2.1. Title. Centralized Contracting Dollars.

2.4.2.1.1. Definition. The total number of centralized dollars awarded, adjusted for inflation to the base year FY 98 (use latest complete FY - Oct through Sep). Exclude dollars attributed to modifications, utility payments, and Specialized Flight/buyer(s) operations.

2.4.2.1.2. Source. BCAS, Manpower Report, PF-13, BCAS Managers Menu or SPS (SPS Report Coding will be determined after system implementation) for total Centralized Dollars. Changes to the Manpower Report to gather this data will be incorporated into the Sep 00 BCAS release. Prior to this release, use the RCS HAF-RDC (M&A) 7106 monthly report, section A: Cumulative, Centralized dollars.

NOTE 1: Inflation Adjustment calculation to the base year FY 98 will be accomplished by using the Inflation Conversion program located on the SAF/FM Home Page, <http://www.saffm.hq.af.mil/SAFFM>, sublocated at "SAF/FMC (Cost/Econ)."

NOTE 2: Squadrons must manually subtract any utility payment dollars included in cumulative centralized dollars. If a squadron has a specialized flight, it must subtract dollars performed by that flight, or when a squadron has a specialized buyer(s) who is not in a separate specialized flight, it must run the report to subtract dollars performed by that buyer.

2.4.2.2. Title. Centralized Contract Actions Less Than or Equal to \$100,000.

2.4.2.2.1. Definition. The total number of centralized contract actions less than or equal to \$100K (use the latest complete FY - Oct through Sep). Exclude actions attributed to modifications, Decentralized BPA calls, summarized reporting, utility payments, and Specialized Flight operations.

2.4.2.2.2. Source. BCAS, Manpower Report, PF-13, BCAS Managers Menu or SPS (SPS Report Coding will be determined after system implementation). Changes to the Manpower report to gather this data will be incorporated into the Sep 00 BCAS release. Prior to this release, pull data by using a user-generated report from the RCS file with the following selection criteria:

Display: AWD-NBR
MOD-NBR
BR
REC-TYPE
PROC-TYP
TOT-DLRS

Selection Factors:

ACT-DT GE (FY BEGIN) BR NE SPECIALIZED FLIGHT
DESIGNATION OR BSP NE (BUYER CODE)
CSTM-RID NE "Q" AND FSGCLASS NE "S1"
REC-TYPE EQ "AWD"
PROC-TYP NE "C" AND NE "E"
TOT-DLRS GE 0 AND LE 100000
BR NE SPECIALIZED FLIGHT DESIGNATION or BSP NE (buyer
code)*

* If squadron has a specialized flight, it must run the report to subtract actions performed by that flight; or when a squadron has a specialized buyer(s) who is not in a separate specialized flight, it must run the report to subtract actions performed by that buyer.

Sort Factor – none
Control Fields – none
Report Summary Options: TOT-DLRS and TOTAL
Print Report Count Option – YES

2.4.2.3. Title. Centralized Contract Actions greater than \$100,000.

2.4.2.3.1. Definition. The total number of centralized contract actions greater than \$100K (use latest complete FY - Oct through Sep). Exclude actions attributed to modifications, Decentralized BPA calls, summarized reporting, utility payments, and Specialized Flight operations.

2.4.2.3.2. Source. BCAS, Manpower Report, PF-13, BCAS Managers Menu or SPS (SPS Report Coding will be determined after system implementation). Changes to the Manpower report to gather this data will be incorporated into the Sep 00 BCAS release. Prior to this release, pull data by using a user-generated report from the RCS file with the following selection criteria:

Display: AWD-NBR
MOD-NBR
BR
REC-TYPE
PROC-TYP
TOT-DLRS

Selection Factors:

ACT-DT GE (FY BEGIN) BR NE SPECIALIZED FLIGHT
DESIGNATION OR BSP NE (BUYER CODE)
CSTMR-ID NE "Q" AND FSGCLASS NE "S1"
REC-TYPE EQ "AWD"
PROC-TYP NE "C" AND NE "E"
TOT-DLRS GT 100000
BR NE SPECIALIZED FLIGHT DESIGNATION or BSP NE (buyer
code)*

* If the squadron has a specialized flight, it must run the report to subtract actions performed by that flight; or when a squadron has a specialized buyer(s) who is not in a separate specialized flight, it must run the report to subtract actions performed by that buyer.

Sort Factor – none
Control Fields – none
Report Summary Options: TOT-DLRS and TOTAL
Print Report Count Option – YES

2.4.2.4. Title. Number of FTEs.

2.4.2.4.1. Definition. The total number of FTEs which will be under an A-76 study for the current fiscal year at the base and being performed by the base Operational Contracting Squadron. This includes both those undergoing study and those that will be announced during the current fiscal year. Do not include any FTEs under study that will be preformed by a Specialized Flight at the base, a MAJCOM-level squadron or flight, or an Air Force-level study.

2.4.2.4.2. Source. Obtain from MAJCOM XPMs numbers to be announced. The total number can be determined by MAJCOM-level personnel if the information is sensitive and the total number earned based on **Table 2** in paragraph **2.3.3.3** is reported to the base.

2.4.3. Plans and Programs WLF.

2.4.3.1. Title. Governmentwide Purchase Card Cardholders (GPC).

2.4.3.2. Definition. The current total number of Purchase Cardholders at the base.

2.4.3.3. Source. Vendor Bank Governmentwide Purchase Card Database. The number of cardholders is determined by an automated listing run from the vendor bank governmentwide purchase card database.

★2.5. Points of Contact.

2.5.2. Functional Representative. Mr. John Caporal, SAF/AQCX, DSN 425-7029, John.Caporal@pentagon.af.mil.

2.5.1. AFMRDS Representative. AFMRDS/RDB, Ms Celia Benavides, DSN 487-5911, ext 3215, celia.benavides@afmia.randolph.af.mil.

3. Application Instructions.

3.1. Step 1. Determine Contingency Man-hours.

3.1.1. Step 1a. Determine the non-steady-state (historical days) deployment days (Non-Steady-State Deployment days are all TDY days that are not scheduled in AEF 1 through 10 during the 15-month rotation) during the previous FY, obtained from MAJCOM Operational Contracting Superintendent. These days include, but are not limited to, Unit Moves, Global Reach Laydown, Red Horse, Counter Drug, HUMRO, and NEO deployments. **NOTE:** Once the personnel system is capable of capturing this data, it will be collected from MPF records and verified by the Contracting Squadron superintendent. Substitute this figure for X_3 in paragraph **2.3.2**.

3.1.2. Step 1b. Determine the projected AEF (steady-state) deployment days to be deployed under the current AEF 1 through 10 schedule for the 15-month cycle, obtained from MAJCOM Operational Contracting Superintendent. **NOTE:** Once the personnel system is capable of capturing this data, it will be collected from MPF records and verified by the Contracting Squadron superintendent. Substitute this figure for X_4 in paragraph **2.3.2**.

3.1.3. Step 1c. Determine the historical number of personnel deployed during the previous FY, obtained from MAJCOM Operational Contracting Superintendent.

NOTE: Once the personnel system is capable of capturing this data, it will be collected from MPF records and verified by the Contracting Squadron Superintendent. Substitute this figure for X_2 in paragraph 2.3.2.

3.2. Step 2. Determine Acquisition Man-hours.

3.2.1. Step 2a. Determine the centralized contract dollars awarded by the squadron, adjusted for inflation to the base FY 1998, excluding those attributed to modifications, specialized flight/buyer(s) and utility payments (use latest complete FY - Oct through Sep). In performing the adjustment of Centralized dollars using the SAF/FM Inflation Conversion program, select applicable Appropriation codes (i.e., 3300, 3400, 3600) using "Then Year to Then Year" conversion factors. Use current FY and in the column titled "Convert To," change to the base year 1998 and click on "Calculate." Substitute adjusted to FY 98 totals for X_5 in the equation in paragraph 2.3.3.1 (for X_5 in the equation in paragraph 2.3.3.2 beginning FY01, quarter 2).

3.2.2. Step 2b. Determine the number of centralized contract actions awarded by the squadron, less than or equal to \$100,000, excluding those attributed to modifications, Decentralized BPA calls, summarized reporting, specialized flight operations, and utility payments (use the latest competed FY - Oct through Sep). Substitute for X_6 in the equation in paragraph 2.3.3.1 (for X_6 in the equation in paragraph 2.3.3.2 beginning FY01, quarter 2).

3.2.3. Step 2c. Determine the number of centralized contract actions awarded by the squadron greater than \$100,000, excluding those attributed to modifications, Decentralized BPA calls, summarized reporting, specialized flight operations, and utility payments (use the latest competed FY - Oct through Sep). Substitute for X_7 in the equation in paragraph 2.3.3.1 (for X_7 in the equation in paragraph 2.3.3.2 beginning FY01, quarter 2) and solve the equation for acquisition man-hours.

3.3. Step 3. Identify variances determined in man-hours (**Attachment 4**).

3.4. Step 4. Add the resulting man-hours from Step 1 (Contingency), Step 2 (Acquisition Flight), and Step 3 (variances determined in man-hours). Then divide by the appropriate man-hour availability factors (MAF) (MAFs for normal military, extended overseas, civilian, or foreign national) to obtain fractional manpower.

NOTE: Steps 5 through 13 identify fixed/incremental requirements.

3.5. Step 5. Determine the number of requirements for those A-76 studies currently in progress and those to be announced during the current fiscal year by obtaining the number of FTEs from the MAJCOM XPM, and use **Table 2** in paragraph 2.3.3.3 to determine the appropriate number of fixed manpower requirements. If the FTE information cannot be released, obtain just the impact requirements for Operational Contracting from the MAJCOM to determine the manpower. If this information is still sensitive, requirements can be earned

by the MAJCOM and allocated to the base upon study announcement. **NOTE:** Do not include any FTE under study that will be performed by a Contracting Specialized Flight at the base, a MAJCOM-level squadron or flight, or an Air Force-level study.

3.6. Step 6. Determine the current number of government purchase cardholders. Using **Table 3** in paragraph **2.3.4**, determine the appropriate number of Operational Contracting requirements.

3.7. Step 7. Constant manpower for Plans and Programs (Y=2) in paragraph **2.3.4**.

3.8. Step 8. Paragraph **2.3.1**, Commander (Y=1).

3.9. Step 9. Determine the number of requirements from paragraph **2.3.4**, **Table 3**, for Electronic Business (SPS & EC) (include a specialized flight).

3.10. Step 10. Paragraph 2.3.5. (Director of Business Operations and Superintendent) (Y=2).

3.11. Step 11. Add applicable fixed variances (**Attachment 4**) determined in manpower.

3.12. Step 12. Subtotal Steps 4-11.

3.13. Step 13. Determine Information Management and Personnel authorizations by accomplishing the following: Add specialized flight manpower to the results from Step 12 only for purposes of determining total squadron population. Count each military requirement as 1.0 and each civilian requirement as .25 (round to nearest whole number). Using this figure, determine the number of information management and personnel authorizations from **Table 1**.

3.14. Step 14. Add results of Steps 12 and 13.

3.15. Step 15. Round the total from Step 14. Use appropriate rounding rules available at the local M&O office.

3.16. Step 16. With the results of Step 15, determine the grades and skills for the Operational Contracting Squadron utilizing the manpower table at **Attachment 3**. Civilian grades and skills will be based upon civilian classification standards.

4. Statement of Conditions. The squadron's normal hours of operation are eight hours a day, five days a week. No environmental or physiological factors were identified having a manpower impact.

5. A-76 Contract Administration. Table 4 is an extract from the OMB circular for A-76 actions. It provides manpower for A-76 Contract Administration workload and is **allocated at the Wing level**. It is **not applicable** during application of this standard.

Table 4. Contract Administration Factors.

MEO FTE Range	Contract Administration FTE Requirement
10 or less	.5
11 – 20	1
21 – 50	2
51 – 75	3
76 – 100	4
101 – 120	5
121 – 150	6
151 – 200	7
201 – 250	8
251 – 300	9
301 – 350	10
351 – 450	11
451 and above	2.5% of in-house MEO staffing

RONNIE D. SULLIVAN, Colonel, USAF
Commander, Headquarters Air Force Manpower
and Innovation Agency

Attachment 1

GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION

References

AFI 38-101, *Air Force Organization*
AFI 63-124, *Performance-Based Service Contracts*
AFI 64-201, *Small Business Programs*
AFMAN 38-208, *Air Force Management Engineering Program (MEP)*

Abbreviations and Acronyms

A&E—Architect and Engineering
ADR—Alternate Disputes Resolution
ADVON—Advanced Echelon
AEF—Air Expeditionary Forces
AFMS—Air Force Manpower Standard
AFO—Accounting and Finance Office
AMJAM—Automated military justice record
AOR—Area of responsibility
APPG—Annual Planning and Programming Guidance
ASP—Acquisition Strategy Panel
BAH—Base Allowance for Housing
BCAS—Base Contracting Automated System
BRAG—Business Requirements Advisory Group
CAR—Customer Account Representative (pertaining to Air Force Publications)
CCO—Contingency Contracting Officer
CCR—Central Contractor Registration
CDRL—Contract Data Requirements List
CO—Contracting Officer
D&F—Determinations and Findings
DCAA—Defense Contract Audit Agency
DFAR—Defense Federal Acquisition Regulation
DID—Data Item Description
DO—Delivery Order
DRID—Defense Reform Initiative Directive
DROT—Daily register of transaction
ECI—Extension Course Institute
EN—Evaluation Notices
EPA—Environmental Protection Agency
FAC—Functional Account Code (acronym is used in the Standard Manpower Tables)
FAC—Functional Area Chief
FAR—Federal Acquisition Regulations
FARM—Functional Area Records Management

FOIA—Freedom of Information Act
FTE—Full Time Equivalent
GCMH—Gerald Champion Memorial Hospital
GFP—Government-furnished property
HCA—Head of Contracting Activity
HUMRO—Humanitarian Relief Operations
IFB—Invitation for Bid
J&A—Justification and Approval
JA—Judge Advocate
MAF—Man-hour Availability Factor
MEP—Management Engineering Program
MPF—Military Personnel Flight
NAF—Non-Appropriated Fund
NAF—Numbered Air Force
NEO—Noncombatant Evacuation Operations
OFPP—Office of Federal Procurement Policy
OI—Operating Instruction
OSI—Office of Special Investigation
PAR—Proposal Analysis Report
PAT—Per accomplishment time
PDO—Publications Distribution Office
PER—Proposal Evaluation Report
PFE—Promotion Fitness Examination
PFW—Performance feedback worksheet
PIF—Personnel information file
PNM—Price Negotiation Memorandum
PO—Purchase Order
PR—Purchase Request
PRU—Personnel Readiness Unit
PWS—Performance Work Statement
QA—Quality Assurance
QAPC—Quality Assurance Program Coordinator
QAS—Quality Assurance Specialist
QASP—Quality Assurance Surveillance Plan
RFP—Request for Proposal
RFQ—Request for Quotation
RIMS—Records Information Management System
RIP—Report on individual person
ROD—Report of discrepancy
SA—System Administrator
SADBUS—Small and Disadvantaged Business Utilization Specialist
SAP—Simplified Acquisition Procedures
SAR—Subaccount Representative (pertaining to Air Force Publications)
SBA—Small Business Administration
SKT—Skill Knowledge and Testing

SOF—Special Operations Funding
SON—Statement of Need
SOO—Statement of Objectives
SOW—Statement of Work
SPS—Standard Procurement System
SSA—Source Selection Authority
SSP—Source Selection Plan
TMO—Traffic Management Office
TO—Task Order
UIF—Unfavorable Information File
UTC—Unit Type Code
WAPS—Weighted Airman Promotion System
WLF—Workload Factor

★*Terms*

Air Force Manpower Standard (AFMS)—A numbered, specialized publication that quantifies manpower requirements for a work center. Also includes approved Air Force variances. See AFI 38-201.

Fractional Manpower—Manpower requirements to do a specific workload, expressed in fractional parts of whole persons.

Man-hour—A unit of measuring work. It is equivalent to one person working at a normal pace for 60 minutes, two people working at a normal pace for 30 minutes, or a similar combination of people working at a normal pace for a period of time equal to 60 minutes.

Man-hour Availability Factor (MAF)—This factor is the average number of man-hours per month an assigned individual is available to do primary duties. Required man-hours are divided by the MAF times the overload factor to determine the manpower requirements.

Manpower Requirements—Human resources needed to accomplish specified workloads of organizations. There are two types of manpower requirements: funded and unfunded. Funded manpower requirements are those that have been validated and allocated. Unfunded requirements are validated manpower needs that have been deferred because of budgetary constraints.

Manpower Standard—The basic tool used to determine the minimum level of manpower required to support a function. It is a quantitative expression that represents a work center's man-hour requirements in response to varying levels of workload.

Process Oriented Description (POD)—A format that shows work center responsibilities structured for easy measurement of process and steps.

Projected Workload—An amount of work proposed or anticipated to meet the requirements of

a program over a specified period.

Variance—A condition that exists that either adds to or subtracts from the core workload, or impacts the way the work is performed. A variance can be the result of environmental, mission or technological differences, and can be either negative or positive.

1. **Environmental Variance.** Accounts for different operating conditions from those used to develop the core manpower standard (e.g., snow, geographical separation, etc.). It can either increase (positive) or decrease (negative) requirements.
2. **Mission Variance.** Accounts for different operating processes from those used to develop the core manpower requirements. It can either increase (positive) or decrease (negative) requirements.
3. **Technological Variance.** Accounts for different operating equipment from those used to develop the core manpower requirements. It can either increase (positive) or decrease (negative) requirements.

Work Center—A group of personnel that use similar machines, processes, methods, and operations to do homogeneous work usually located in a centralized area. The term is used to identify a relatively small activity within a broad functional segment. Personnel within a work center do work that basically contributes to the same end product or result (duties are similar or closely related).

Workload Factor (WLF)—

1. An index or unit of measure that is consistently expressive of, or relatable to, the manpower required to accomplish the quantitatively and qualitatively defined responsibilities of a work center.
2. An end product (or a combination of products) that represents the work done in the work center. It may be either something physically produced in the work center (referred to as a production-type WLF) or something that is external to, but served by, the work center (referred to as a work generator-type WLF).

★Attachment 2**PROCESS ORIENTED DESCRIPTION****OPERATIONAL CONTRACTING****A2.1. ACQUISITION PRESOLICITATION PLANNING.**

A2.1.1. IDENTIFIES REQUIREMENT. Partners with customer to identify requirement via e-mail, meetings, phone, installation meetings, or receives Purchase Request (PR) package manually or via Standard Procurement System (SPS).

A2.1.2. PREPARES FOR AND CONDUCTS INITIAL BUSINESS REQUIREMENTS ADVISORY GROUP (BRAG) MEETING. Establishes Business Advisory Group as needed and develops initial business strategy (applicable for Service Contracts >100K). Operates and conveys business objectives, monitors progress and corrects/elevates problems not resolvable within the BRAG.

A2.1.3. CONDUCTS MARKET RESEARCH. Teams with customer to determine if sources exist capable of satisfying agency requirements. Determines commercial terms and conditions (payment, survey, synopsis, interview with other contracting professionals, professional publication, and catalog). Extent of market research is dependent upon complexity and dollar value of requirement.

A2.1.4. DEVELOPS CONTRACT STRATEGY IN ACCORDANCE WITH DOLLAR THRESHOLD AND TYPE OF REQUIREMENT. Extent of contract strategy planning is dependent upon complexity and dollar value of requirement. Conducts Acquisition Strategy Panel (ASP) and develops plan as appropriate. Determines type of requirement (service, construction, commodity), socioeconomic requirement, and method of solicitation (Invitation for Bid (IFB), Request for Proposal (RFP), application of Simplified Acquisition Procedures (SAP)); recommends type of contract (e.g., cost, fixed price); and develops milestones.

A2.1.5. DEVELOPS REQUIREMENTS PACKAGE. Teams with customer to prepare total requirements package to include: drafting the Performance Work Statement (PWS)/Statement of Work (SOW)/Statement of Need (SON)/Statement of Objectives (SOO), incentive plan/award fee plans, Justification and Approval (J&A), Determinations and Findings (D&F), lease vs purchase, property decisions for government-furnished property (GFP), Contract Data Requirements Lists (CDRL), Data Item Descriptions (DID), drawings, specifications, special clauses, terms and conditions, required documents (e.g., Small Business, liquidated damages, translations), Department of Labor determinations, Collective Bargaining Agreement, local approvals (Environmental Protection Agency (EPA), utility, local government, base agencies), Source Selection Plan (SSP) and standards.

A2.1.6. RECEIVES/REVIEWS PR PACKAGE. Reviews PR for completeness, accuracy and currency, and works with customer, if not complete, to correct errors, and Contracting Officer (CO) assignment of PR.

A2.1.7. PREPARES DRAFT SOLICITATION. Creates solicitation documentation in SPS, reviews and validates clauses, conducts internal reviews, prepares presolicitation synopsis, schedules and coordinates presolicitation conference, and processes request for information from vendors.

A2.1.8. REVIEWS AND ISSUES DRAFT SOLICITATION. Transmits electronic draft solicitation (posts to Internet).

A2.1.9. RECEIVES AND REVIEWS INDUSTRY COMMENT. Conducts presolicitation conference, consolidates questions, coordinates with customer, and revises solicitation, if appropriate.

A2.1.10. PREPARES FINAL SOLICITATION. Creates solicitation documentation in SPS or modifies draft solicitation, reviews and validates clauses, performs quality control check, prepares solicitation synopsis, coordinates and schedules site visit with customer, prepares mailing list, checks debarred bidders list, and processes request for information from vendors.

A2.1.11. OBTAINS APPROPRIATE REVIEW. Conducts internal reviews (CO, flight chief, committee), prepares package for higher headquarters and legal reviews, prepares and conducts Source Selection Authority (SSA) briefings, conducts solicitation review board, and coordinates with higher headquarters.

A2.1.12. REVISES SOLICITATION PACKAGE. Discusses comments with customer and revises package as appropriate.

A2.1.13. ISSUES SOLICITATION. Transmits final electronic solicitation (posts to Internet). Conducts oral solicitation.

A2.2. ACQUISITION SOLICITATION NON-FORMAL PROCESSING (REQUEST FOR QUOTATION (RFQ): >25K - <100K).

A2.2.1. RECEIVES ELECTRONIC/VERBAL/WRITTEN QUOTE AND CONDUCTS FACT-FINDING AND NEGOTIATION. Evaluates and reviews quotes, processes and clarifies amendments, and conducts discussion with customer and the potential contractor/offeror. Recommends awardee.

A2.2.2. VERIFIES CONTRACTOR RESPONSIBILITY AS NEEDED. Performs Central Contractor Registration (CCR), debars, determines financial responsibility, and reviews past performance.

A2.3. ACQUISITION SOLICITATION FORMAL PROCESSING (RFP/IFB/RFQ >100K).

A2.3.1. CONDUCTS/DOCUMENTS SITE VISIT/PREPROPOSAL CONFERENCE. Typically done at the same time. This includes construction and services between 25K - 100K.

A2.3.2. CONDUCTS RESEARCH ON ISSUES FROM SITE VISIT/PREPROPOSAL CONFERENCE. Resolves and documents issues. This includes construction and services between 25K - 100K.

A2.3.3. PREPARES/DISTRIBUTES AMENDMENT TO INCLUDE POSTING QUESTIONS AND ANSWERS. Addresses commercial challenges and collects and distributes meeting minutes.

A2.3.4. RECEIVES/RECORDS BID/PROPOSAL.

A2.3.5. PROCESSES LATE BID/PROPOSAL.

A2.3.6. REVIEWS PROPOSALS IN RESPONSE TO RFP/RFQ.

A2.3.6.1. PERFORMS INTEGRATED TECHNICAL EVALUATION OF PROPOSAL AND REVIEWS FOR COMPLETENESS. Partners with customer to perform actual proposal evaluation and develops/conducts presentation.

A2.3.6.2. OBTAINS/EVALUATES/VALIDATES PAST PERFORMANCE INFORMATION.

A2.3.6.3. CONDUCTS AND DOCUMENTS COST PRICE ANALYSIS.

A2.3.6.4. REVIEWS/APPROVES SUBCONTRACTING PLAN.

A2.3.6.5. CONDUCTS AND DOCUMENTS COMMUNICATIONS. Prepares and reviews Evaluation Notices (EN).

A2.3.6.6. PREPARES/CONDUCTS DEBRIEFING. Utilizes Proposal Evaluation Report (PER) to conduct Pre- and Post-Award briefings.

A2.3.6.7. CONDUCTS DISCUSSION. As with negotiations, includes preliminary request/review for proposal revision(s) and ENs.

A2.3.6.8. REQUESTS/REVIEWS FINAL PROPOSAL REVISION. Revisions may include the need to obtain certified cost and pricing certificate.

A2.3.7. ANALYZES RESPONSE TO RFP.

A2.3.7.1. DETERMINES COMPETITIVE RANGE. Briefs SSA, as required, and does not include sole sources.

A2.3.7.2. PREPARES PRICE NEGOTIATION MEMORANDUM (PNM)/PROPOSAL ANALYSIS REPORT (PAR)/PCM. Defines negotiation objectives to include drafts, preliminary and final. Preliminary PNMs apply to sole source only.

A2.3.7.3. OBTAINS REVIEW/CLEARANCE. Prepares file for MAJCOM review/approval and resolves review comments.

A2.3.7.4. DETERMINES AWARDEE. Briefs SSA, develops decision document, and conducts other associated briefings.

A2.3.8. REVIEWS RESPONSES TO IFB. Verifies bid, checks for responsiveness, and applies procedures for mistakes in bid.

A2.4. DELIVERY ORDER (DO)/TASK ORDER (TO).

A2.4.1. RECEIVES/REVIEWS/COORDINATES CUSTOMER REQUIREMENT. Partners with customer to refine requirement(s).

A2.4.2. REQUESTS PROPOSAL. Delivers SOW and specifications to contractor(s).

A2.4.3. PERFORMS EVALUATION. Conducts communications, processes revisions, and, where applicable, conducts technical and cost evaluations.

A2.4.4. CONDUCTS NEGOTIATIONS. Develops government objective and PNM.

A2.5. AWARD OF CONTRACT.

A2.5.1. PERFORMS DETERMINATION OF RESPONSIBILITY.

A2.5.2. PREPARES AWARD FILE. Prepares legal review sheet, drafts required form, prepares abstract and pre-award notices, develops award synopsis, identifies unsuccessful offerors, finalizes milestones, prepares award document, and prepares distribution list and all other documentation required to award contract.

A2.5.3. CONDUCTS INTERNAL REVIEW OF AWARD FILE.

A2.5.4. DISTRIBUTES CONTRACT AND NOTIFICATIONS.

A2.6. PROTEST BEFORE AND AFTER AWARD. Processes protest before and after award.

A2.7. ACQUISITION ADMINISTRATION.

A2.7.1. DEVELOPS/REVIEWS ADMINISTRATION PLAN. Reviews contract file and determines procedures necessary to administer a contract.

A2.7.2. MONITORS/ENFORCES SUBCONTRACTING PLAN.

A2.7.3. CONDUCTS/DOCUMENTS PRE-PERFORMANCE CONFERENCE.

A2.7.4. REVIEWS/VERIFIES PAYMENT/PERFORMANCE (PAYMENT PROTECTION) BOND/SURETY.

A2.7.5. PROCESSES/COORDINATES REQUEST FOR SECURITY CLEARANCE (DD FORM 254, **DOD CONTRACT SECURITY CLASSIFICATION SPECIFICATION**).

A2.7.6. REVIEWS INSURANCE CERTIFICATE.

A2.7.7. PROCESSES NOTICE TO PROCEED.

A2.7.8. ENSURES COMPLIANCE WITH LABOR LAW. Processes labor correspondence, documents apprentice certification/agreement, and documents labor checks.

A2.7.9. DOCUMENTS PAYROLL. Documents payroll and subcontractor payroll.

A2.7.10. DOCUMENTS QUALITY ASSURANCE (QA) PERSONNEL AND CONSTRUCTION INSPECTOR. Documents the appointment of the Quality Assurance Specialist (QAS)/Inspector and notifies the contractor.

A2.7.11. REVIEWS QUALITY CONTROL PLAN AND QUALITY ASSURANCE SURVEILLANCE PLAN (QASP).

A2.7.12. PROCESSES MATERIAL SUBMITTAL.

A2.7.13. PROCESSES QA REPORT.

A2.7.14. PROCESSES CONTRACTOR DISCREPANCY REPORT.

A2.7.15. CONDUCTS QA PHASE II TRAINING

A2.7.16. CONDUCTS JOINT INVENTORY OF GFP. Ensures submission of annual report and accomplishes close-out inventory.

A2.7.17. CONDUCTS/DOCUMENTS CONTRACT PROGRESS MEETING.

A2.7.18. EXECUTES AND DOCUMENTS RESPONSE FOR DELINQUENT ACTION. Processes letter of concern, show cause, report of discrepancy (ROD), and cure notice.

A2.7.19. EXECUTES AND DOCUMENTS TERMINATION FOR DEFAULT/CAUSE (OBTAINS MAJCOM TCO APPROVAL). Processes appeals and litigation. This does not include negotiations, modifications, and claims resulting from termination.

A2.7.20. EXECUTES AND DOCUMENTS SUSPENSION OF WORK/STOP WORK ORDER.

A2.7.21. CONDUCTS AND DOCUMENTS SITE VISIT/INSPECTION WITH QAS/INSPECTOR.

A2.7.22. PROCESSES WARRANTY ACTION.

A2.7.23. PREPARES/CONDUCTS/DOCUMENTS AWARD FEE BOARD ACTION.

A2.7.24. EXERCISES CONTRACT OPTION.

A2.7.24.1. ISSUES PRELIMINARY NOTICE TO CUSTOMER AND CONTRACTOR.

A2.7.24.2. CONDUCTS MARKET ANALYSIS.

A2.7.24.3. DOCUMENTS D&Fs. Obtains and analyzes customer evaluation.

A2.7.24.4. REQUESTS/RECEIVES WAGE DETERMINATION.

A2.7.24.5. PREPARES MODIFICATION DOCUMENT.

A2.7.24.6. CONDUCTS INTERNAL REVIEW. Reviews prior to CO signature. This does not include reviews accomplished at MAJCOM level or higher.

A2.7.24.7. PREPARES/ISSUES NOTICE TO INTERESTED PARTIES UNDER THE COLLECTIVE BARGAINING AGREEMENT.

A2.7.24.8. RESUSPENSES SPS. Inputs the suspense date and establishes milestones.

A2.7.25. PROCESSES CLAIM. Conducts all actions associated with claims and ratifications. Processes appeals, litigation, and Alternate Disputes Resolution (ADR). This does not include modification actions required as a result of the claim.

A2.7.26. PROCESSES CONGRESSIONAL INQUIRY AND FREEDOM OF INFORMATION ACT (FOIA) REQUEST.

A2.7.27. RECEIVES MISCELLANEOUS CONTRACTOR REPORT AND SUBMITTAL. Answers general correspondence generated from the Defense Contract Audit Agency (DCAA), Office of Special Investigation (OSI), contractor internal audits, Architect and Engineering (A&E) submittal reviews, AF Forms 3064, **Contract Progress Schedule (LRA)**, and 3065, **Contract Progress Report**.

A2.7.28. PROCESSES MODIFICATIONS.

A2.7.28.1. RECEIVES AND REVIEWS PR PACKAGE/DETERMINES TYPE OF MODIFICATION.

A2.7.28.2. REQUESTS AND RECEIVES FUNDING DOCUMENT.

A2.7.28.3. REQUESTS CONTRACTOR PROPOSAL.

A2.7.28.4. REVIEWS AND ANALYZES CONTRACTOR PROPOSAL.

A2.7.28.5. CONDUCTS PRELIMINARY TECHNICAL EVALUATION AND PREPARES PRELIMINARY PRICING PNM.

A2.7.28.6. OBTAINS APPROVAL/CLEARANCE.

A2.7.28.7. CONDUCTS AND DOCUMENTS NEGOTIATION. Finalizes PNM.

A2.7.28.8. PREPARES MODIFICATION DOCUMENT.

A2.7.29. PREPARES ADMINISTRATIVE MODIFICATION.

A2.7.30. PREPARES PURCHASE ORDER (PO) MODIFICATION.

A2.7.31. PROCESSES TERMINATION FOR CONVENIENCE. This does not include modification, negotiation, or claim actions resulting from termination.

A2.7.32. INVESTIGATES AND ADMINISTERS DIFFERING SITE CONDITIONS. This does not include modification or negotiation actions resulting from differing site conditions.

A2.7.33. PROCESSES ASSIGNMENT OF CLAIM.

A2.7.34. PROCESSES NOVATION AGREEMENT.

A2.7.35. DETERMINES REPROCUREMENT STRATEGY DUE TO TERMINATION FOR DEFAULT.

A2.7.36. PROCESSES PAYMENT.

A2.7.36.1. VERIFIES CONTRACTOR AND GOVERNMENT PROGRESS REPORT.

A2.7.36.2. PROCESSES INVOICE. Conducts summary reporting, reviews expenditure logs, tracks lost payments, responds to contractors inquiries, and ensures contractor retainage.

A2.7.36.3. PROCESSES RECEIVING REPORT.

A2.7.36.4. AUTHORIZES CONTRACTOR PAYMENT. Conducts reviews and determines de-obligation.

A2.7.37. CONDUCTS CONTRACT CLOSE-OUT.

A2.7.37.1. ACCOMPLISHES PREFINAL PAYMENT CHECKLIST.

A2.7.37.2. VERIFIES FINAL ACCEPTANCE.

A2.7.37.3. RECEIVES RELEASE OF CLAIM.

A2.7.37.4. PROCESSES PERFORMANCE EVALUATION REPORT. As applicable, conducts discussion with customer and contractor, processes inputs to existing database, and addresses results.

A2.7.37.5. PROCESSES PUNCH LIST (CONSTRUCTION ONLY).

A2.7.37.6. CONDUCTS FINAL INSPECTION (CONSTRUCTION ONLY).

A2.7.38. PROCESSES OTHER AGENCY REQUEST FOR PAST PERFORMANCE INFORMATION.

A2.7.39. RECEIVES, PROCESSES, AND APPROVES FIRST ARTICLE.

A2.7.40. PREPARES FOR AND CONDUCTS UPDATE TO INSTALLATION PERFORMANCE MANAGEMENT COUNCIL AND ATTENDS ASSOCIATED MEETING.

A2.8. ACTIONS UNDER 25K. Processes all actions from presolicitation through contract close-out.

A2.9. QUALITY ASSURANCE PROGRAM ADMINISTRATION AND SURVEILLANCE. Manages administration and surveillance of quality assurance program

A2.10. CONTRACTING CUSTOMER EDUCATION.

A2.10.1. CONDUCTS PURCHASE CARDHOLDER TRAINING.

A2.10.2. CONDUCTS PURCHASE CARD APPROVING OFFICIAL TRAINING.

A2.10.3. CONDUCTS CUSTOMER (FUNCTIONAL AREA CHIEF (FAC), CONTRACTOR) ACQUISITION TRAINING.

A2.11. CONTRACTING OPERATIONS OVERSIGHT.

A2.11.1. CHAIRS CONTRACT REVIEW COMMITTEE.

A2.11.1.1. ENSURES THE PROPRIETY, COMPLETENESS, AND LEGALITY OF CONTRACTING ACTIONS.

A2.11.1.2. ESTABLISHES AND ASSESSES OPERATING PROCEDURES.

A2.11.1.3. MONITORS SQUADRON OPERATING PROCEDURES AND CORRECTS WEAKNESSES OR DEFICIENCIES.

A2.11.1.4. PROCESSES BUSINESS CLEARANCE/AWARD REQUESTS.

A2.11.2. REVIEWS ALL REQUESTS FOR APPOINTMENT OF COs AND EXISTING WARRANTS AND MAKES RECOMMENDATIONS FOR APPOINTMENT CONTINUATION AND ALTERATION OF TERMINATION OF APPOINTMENT.

A2.11.3. EVALUATES SQUADRON'S MANAGEMENT REPORTS.

A2.11.3.1. DEVELOPS MEASURES TO COUNTERACT UNFAVORABLE TRENDS OR POTENTIAL PROBLEM AREAS DISCLOSED BY THESE REPORTS.

A2.11.3.2. OBTAINS, VALIDATES, AND ANALYZES DATA.

A2.11.4. PERFORMS AS CUSTOMER FOCAL POINT AND RESOLVES SERIOUS AND COMPLEX ISSUES ARISING BETWEEN SQUADRONS AND REQUIRING ACTIVITIES.

A2.11.5. DEVELOPS CONTRACTING PROCEDURES TO IMPLEMENT POLICY ISSUED BY HIGHER AUTHORITY AND IMPLEMENTS COMPLIANCE WITH

FEDERAL CONTRACTING STATUTES, OFFICE OF FEDERAL PROCUREMENT POLICY (OFPP) POLICY, AND EXECUTIVE ORDERS.

A2.11.6. EXERCISES FINAL SIGNATORY AUTHORITY ON CONTRACTS IN EXCESS OF FLIGHT CHIEF'S CO WARRANT.

A2.11.7. RENDERS FINAL CO DECISION ON DISPUTE/CLAIM ACTIONS.

A2.11.8. CHAIRS ACQUISITION STRATEGY PANEL; DETERMINES THE PROPER CONTRACTING APPROACH AND CONTRACT TYPE FOR THE MORE COMPLICATED OR UNUSUAL ACQUISITIONS.

A2.11.9. MANAGES OR PERFORMS BOTH COMPETITION ADVOCATE DUTIES AND THE SMALL AND DISADVANTAGED BUSINESS UTILIZATION PROGRAM RESPONSIBILITIES.

A2.11.9.1. MAINTAINS LIAISON WITH COMMERCIAL ACTIVITIES AND OBTAINS DATA ON CURRENT MARKETING TRENDS.

A2.11.9.2. INTERFACES WITH AND PROVIDES ASSISTANCE TO CONTRACTORS.

A2.11.9.3. DETERMINES WHICH PROCUREMENTS WILL BE SET ASIDE FOR SMALL BUSINESS ADMINISTRATION (SBA) AS 8(A) CANDIDATES UNDER THE 8(A) PROGRAM TO SUPPORT SOCIALLY AND ECONOMICALLY DISADVANTAGED CONTRACTORS.

A2.11.9.4. DEVELOPS SOCIO-ECONOMIC DOLLAR GOALS FOR EACH FISCAL YEAR.

A2.11.9.5. CONDUCTS SADBUS TRAINING FOR SQUADRON PERSONNEL.

A2.11.10. PREPARES EXECUTIVE-LEVEL STUDIES, CORRESPONDENCE, AND BRIEFINGS TO SENIOR BASE AND MAJCOM OFFICIALS.

A2.11.11. MANAGES SQUADRON TRAINING AND INSPECTION PROGRAMS.

A2.11.11.1. MANAGES THE ACQUISITION PROFESSIONAL DEVELOPMENT PROGRAM.

A2.11.11.2. PROVIDES CAREER COUNSELING AND MANAGES FORMAL TRAINING.

A2.11.11.3. DEVELOPS SQUADRON INSPECTION/COMPLIANCE PROGRAMS.

A2.11.11.4. DEVELOPS AND EXECUTES THE CONTINGENCY CONTRACTING OFFICER (CCO) TRAINING PROGRAM.

A2.12. CONTINGENCY CONTRACTING.

A2.12.1. PERFORMS PREDEPLOYMENT ACTIONS.

A2.12.1.1. EVALUATES PERSONNEL AGAINST UNIT TYPE CODE (UTC) REQUIREMENTS.

A2.12.1.2. MAINTAINS/ESTABLISHES/REPLENISHES CONTINGENCY KIT.

A2.12.1.3. TRAINS/PREPARES CCO.

A2.12.1.4. PERFORMS SITE SURVEY.

A2.12.1.5. REVIEWS OPERATIONS PLAN. Reviews all tasked O'Plans, relevant host-tenant support agreements, intercommand agreements, joint support plans, and host-nation support agreements to determine deployment support requirements.

A2.12.1.6. PARTICIPATES IN EXERCISE.

A2.12.2. PREPARES FOR DEPLOYMENT.

- A2.12.2.1. RECEIVES AND REVIEWS REQUIREMENTS.
- A2.12.2.2. IDENTIFIES DEPLOYING PERSONNEL. Evaluates requirement versus individual personnel qualifications.
- A2.12.2.3. PROCESSES WAIVER.
- A2.12.2.4. PROCESSES SHORTFALL.
- A2.12.2.5. PROCESSES CCO WARRANT APPLICATIONS.
- A2.12.2.6. PROCESSES CCO GOVERNMENTWIDE PURCHASE CARD APPLICATION AND FUNDING REQUIREMENT.
- A2.12.2.7. ATTENDS DEPLOYMENT PLANNING MEETING. Establishes communications with finance. Determines customer requirements. Ensures membership on Advanced Echelon (ADVON) team.
- A2.12.2.8. REVIEWS HISTORICAL DATA. Reviews host-nation support agreements, acquisition cross service support agreements, after-action reports and site surveys.
- A2.12.2.9. PERFORMS ACQUISITION PRIOR TO DEPLOYMENT.
- A2.12.2.10. TAILORS KIT.
- A2.12.2.11. DEPLOYS PERSONNEL. Prepares for physical deployment: receives and inspects mobility bags, reviews mobility folders, verifies civilian clothing allowance, processes through armory, and processes through Traffic Management Office (TMO) and Personnel Readiness Unit (PRU).
- A2.12.3. PERFORMS DEPLOYED ACQUISITION ACTION.
 - A2.12.3.1. ESTABLISHES COMMUNICATION WITH SITE COMMANDER. Processes interim PR procurement and interim Force Protection procurement.
 - A2.12.3.2. SETS UP OFFICE'S SYSTEM. Obtains vehicles, translator, and accomplishes tasks.
 - A2.12.3.3. ESTABLISHES ELECTRONIC DATA COLLECTION.
 - A2.12.3.4. ESTABLISHES COMMUNICATION WITH OTHER AGENCIES. Establishes communications with the Head of Contracting Activity (HCA), American Embassy, and other CCOs in the Area of Responsibility (AOR), including joint forces.
 - A2.12.3.5. UPDATES POTENTIAL SOURCES.
 - A2.12.3.6. IDENTIFIES EMERGENCY SOURCES.
 - A2.12.3.7. IDENTIFIES CUSTOMER AND COURTESIES OF LOCAL COMMUNITY.
 - A2.12.3.8. COORDINATES FACILITY REQUIREMENTS.
 - A2.12.3.9. CONSIDERS REQUIREMENTS FOR EXTENDED CONTINGENCY.
 - A2.12.3.10. SURVEYS PERSONNEL REQUIREMENTS.
 - A2.12.3.11. ESTABLISHES UNIT LIFE SUPPORT REQUIREMENTS.
 - A2.12.3.12. FINALIZES PURCHASING PROCEDURES.
 - A2.12.3.13. IDENTIFIES LOCAL PURCHASING RECEIVING SECTION.
 - A2.12.3.14. BRIEFS AND INSTRUCTS FUNCTIONAL PERSONNEL.
 - A2.12.3.15. ESTABLISHES CONTINUITY BOOK.
- A2.12.4. PERFORMS ACQUISITION.
- A2.12.5. PERFORMS SUSTAINMENT.
 - A2.12.5.1. HARDEN-DOWNS FORCE PROTECTION.
 - A2.12.5.2. CONSOLIDATES REQUIREMENTS.
 - A2.12.5.3. ESTABLISHES REACH-BACK PROCEDURE.
 - A2.12.5.4. ESTABLISHES LONG-TERM CONTRACTS.

- A2.12.5.6. SUBMITS MONTHLY REPORTS.
- A2.12.5.7. ESTABLISHES AND MANAGES PURCHASE CARD PROGRAMS.
- A2.12.6. PERFORMS POST-DEPLOYMENT ACTIONS.
 - A2.12.6.1. CONDUCTS CONTRACT CLOSE-OUT.
 - A2.12.6.2. REPORTS AND DOCUMENTS CONTRACT ACTION TO INCLUDE GOVERNMENTWIDE PURCHASE CARD RECONCILIATION.
 - A2.12.6.3. SUBMITS AFTER-ACTION REPORTS TO MAJCOM.

A2.13. OPERATIONAL CONTRACTING OFFICE FUNCTIONAL, SYSTEM, AND DATABASE ADMINISTRATION SUPPORT. Performs functional, system, and database administration support of the operational contracting office.

- A2.13.1. PERFORMS SYSTEM ADMINISTRATION.
 - A2.13.1.1. LOADS AND RELOADS OPERATING SYSTEM.
 - A2.13.1.2. VERIFIES AND RESTORES SERVER (BACKUP).
 - A2.13.1.3. PERFORMS USER ADMINISTRATION.
 - A2.13.1.4. MONITORS PERFORMANCE.
 - A2.13.1.5. PERFORMS HARDWARE/SOFTWARE DIAGNOSTIC.
 - A2.13.1.6. PERFORMS NETWORK TROUBLESHOOTING.
 - A2.13.1.7. PERFORMS DAILY AND MONTHLY BACKUP AND RESTORATION OF DATABASE.
 - A2.13.1.8. INSTALLS DATABASE SOFTWARE.
 - A2.13.1.9. GRANTS SPECIAL PRIVILEGES (PASSWORDS, WARRANTY AUTHORITY, ETC.).
 - A2.13.1.10. CORRECTS DATA PROBLEM. Corrects data problem that includes data corruption, incorrect input of data, queries that run and run, transaction logs (interfaces, dB changes, log-on, etc.), managing errors and the error log, and scheduling routine backups.
- A2.13.2. PERFORMS FUNCTIONAL ADMINISTRATION.
 - A2.13.2.1. PERFORMS SPS ADMINISTRATION.
 - A2.13.2.2. MAINTAINS AND UPDATES SECURITY MODEL.
 - A2.13.2.3. PERFORMS DATABASE BACKUP AND RESTORATION.
 - A2.13.2.4. PERFORMS SOFTWARE INSTALLATION AND UPDATE (WORK-STATION).
 - A2.13.2.5. PERFORMS SPS-I SETUP AND MANAGEMENT.
 - A2.13.2.6. PROCESSES CCR DOWNLOAD.
 - A2.13.2.7. PROCESSES FEDERAL ACQUISITION REGULATION UPDATES.
 - A2.13.2.8. PERFORMS CLAUSE MAINTENANCE.
 - A2.13.2.9. MONITORS SYSTEM ADMINISTRATION MODULE ACTIVITIES. Monitors activities which include item description, ship-to-address/organizational maintenance, contract closeout, purging contract files, and report gathering (monthly critiques, congressional inquiries, protest, etc.)
 - A2.13.2.10. REVIEWS DD Form 1057, **Monthly Contracting Summary of Actions \$25,000 or Less**, PRIOR TO ELECTRONIC TRANSFER.
 - A2.13.2.11. PROVIDES REMOTE USER ACCESS AND MAINTENANCE.
- A2.13.3. PERFORMS DATABASE ADMINISTRATION.

- A2.13.3.1. CONFIGURES DATABASE AND LOGICAL DATABASE DEVICE.
- A2.13.3.2. GROWS DATABASE.
- A2.13.3.3. SHRINKS DATABASE.
- A2.13.3.4. ASSESSES SITE SPS PERFORMANCE (PEAK PERIODS).
- A2.13.3.5. ESTABLISHES PERFORMANCE THRESHOLD.
- A2.13.3.6. IMPLEMENTS STRUCTURE PROCESS TO RESPOND TO BREACHES.
- A2.13.3.7. ESTABLISHES AUTOMATED BACKUP PROCEDURE.
- A2.13.3.8. PERFORMS DATABASE RESTORE WITH SITE SYSTEM ADMINISTRATOR (SA) COOPERATION (CORRECTS CRITICAL ERRORS).
- A2.13.3.9. CORRECTS DEADLOCKS.
- A2.13.3.10. ERADICATES (KILLS) PROCESSES.
- A2.13.3.11. DEVELOPS BACKUP AND RECOVERY PLAN.
- A2.13.3.12. DUMPS DATABASE WHEN LOG HAS BEEN TRUNCATED.
- A2.13.3.13. INCREASES NETWORK PACKET SIZE.
- A2.13.3.14. CONFIGURES MULTIPLE LISTENERS.
- A2.13.3.15. SCHEDULES BACKUP OF SUBSYSTEM PROCESSORS.
- A2.13.3.16. TRUNCATES MASTER DATABASE TRANSACTION LOG OF FIXES.
- A2.13.3.17. INCREASES NUMBER OF DEVICES.
- A2.13.3.18. CONFIGURES ADDITIONAL MEMORY.
- A2.13.3.19. ENABLES MORE PROCESSORS.

A2.14. ADMINISTRATIVE AND PERSONNEL ACTIONS (ORDERLY ROOM).

- A2.14.1. PROVIDES CUSTOMER ASSISTANCE (VISITORS, APPOINTMENTS, PC-III CUSTOMER SERVICE LOGONS, INQUIRES, OR PHONE CALLS OTHER THAN THOSE WITHIN OTHER PROCESSES). Acknowledges visitor or answers phone, answers inquiry, refers to appropriate person or place, schedules appointment, and escorts visitor.
- A2.14.2. MANAGES UNIT ADMINISTRATIVE COMMUNICATIONS. Receives incoming unit communications (manual and electronic), prepares outgoing communications (letter, memo, message), controls outgoing accountable communications, and carries messages to and from communication center; and maintains files.
- A2.14.3. MANAGES UNIT LEAVE PROGRAM. Receives, opens, and closes blocks for leave numbers; establishes leave control roster; obtains leave control number; obtains register form file; counsels member about special requests (permissive TDY, emergency leave, terminal leave, etc.); assigns leave control number; prepares leave control register; establishes and monitors suspense for return of Part III; receives, reviews, posts, and updates daily register of transaction (DROT) from Accounting and Finance Office (AFO); and notifies AFO of error.
- A2.14.4. PROCESSES EVALUATION. Receives report on individual person (RIP), verifies information and annotates date received, establishes and monitors suspense, receives and reviews for continuity and accuracy, returns to rater to correct minor errors, prepares additional rater and reviewer comments, ensures First Sergeant and Commander review, forwards to MPF and clears suspense, forwards performance feedback worksheet (PFW) notice to raters and ratees, suspenses PFW for return and filing, provides training and advice on referral evaluations, and audits transaction register.

A2.14.5. INPROCESSES PERSONNEL. Receives and processes allocation; creates a personnel information file (PIF); prepares Commander's welcome letter; prepares sponsor kit; mails letter and kit; updates sponsor information, duty section, and phone number; weighs member (also measures body fat, if applicable); logs new member onto unit duty roster and personnel locator file; files order in PIF; provides unit inprocessing checklist and briefs member; notifies member of MPF inprocessing date; notifies supervisor and sponsor of member's arrival; hands out patches and hat; determines dependent care status and sets up appointment with First Sergeant; schedules appropriate appointments with Commander and First Sergeant; schedules unit orientation; takes attendance; files checklist in PIF; and audits transaction report.

A2.14.6. PROCESSES ADMINISTRATIVE AND DISCIPLINARY ACTIONS.

A2.14.6.1. PROCESSES NONJUDICIAL ACTION (ARTICLE 15). Receives or picks up initiating documentation and gives to Commander for review, orders automated military justice record (AMJAM), hand carries to Judge Advocate (JA) for specification sheet (if not already at legal office), prepares Article 15 form and gives to Commander or First Sergeant for review, schedules and notifies member of initial appointment with Commander, prepares copies for member, schedules and notifies member of appointment with Commander for answer, forwards documents to Legal Office if member refuses Article 15 or appeals punishment, prepares punishment notification for Commander, schedules and notifies member of appointment with Commander, prepares copies for member and files, creates Unfavorable Information File (UIF) (if necessary), and hand carries to appropriate agency for processing, files copies, and audits transaction register.

A2.14.6.2. PROCESSES ADMINISTRATIVE ACTIONS (ABSENT WITHOUT LEAVE, LETTER OF INDEBTEDNESS, REMISSION OF DEBT, TRAFFIC TICKET, DISHONORED CHECK, LETTER OF REPRIMAND, CLAIM FOR SUPPORT, PATERNITY CLAIM, AND OTHER CONTROL ROSTER ACTION). Receives notification, prepares documentation with attachments, gives to Commander or First Sergeant for review, hand carries to appropriate agency for review (if necessary), schedules and notifies member of initial appointment with Commander or First Sergeant, gives package to Commander or First Sergeant, schedules and notifies member of follow-up appointment with Commander or First Sergeant, makes copies, creates UIF (if necessary), forwards to appropriate agency, files copies, and audits transaction register.

A2.14.6.3. PROCESSES ADMINISTRATIVE DISCHARGE. Receives direction, researches procedure, hand carries to MPF, gathers appropriate data, makes copies of supporting documentation, requests and prepares AMJAM, prepares draft package with attachments, takes to Commander or First Sergeant for review, hand carries to JA for review and to MPF for coordination, prepares in final, schedules and notifies member of initial appointment with Commander, gives package to Commander, prepares copies for member and files, schedules and notifies member of appointment with Area Defense Council (if necessary), schedules and notifies member of separation physical, schedules and notifies member of follow-up appointment with Commander, prepares other required documentation (admin hold, temporary ID, security clearance and line badge retrieval, AFO notification), prepares copies of acknowledgments, hand carries to appropriate agency, files unit copies, and audits transaction report.

A2.14.6.4. PROCESSES ADMINISTRATIVE DEMOTION. Receives direction, researches procedure, prepares draft package with attachments, gives to Commander or First Sergeant for review, hand carries to JA for review and to MPF for coordination, prepares in final, schedules and notifies member of initial appointment with Commander, gives package to Commander, schedules and notifies member of appointment with Area Defense Council (if necessary), schedules and notifies member of follow-up appointment with Commander, coordinates with other appropriate base agencies, prepares copies, processes appeal (if applicable), hand carries to appropriate agency, files unit copies, and audits transaction report.

A2.14.6.5. PROCESSES JUDICIAL ACTION (COURTS-MARTIAL). Receives notification, goes to JA to pick up charges, gives to Commander for review, prepares package with attachments, gives to Commander for review, prepares in final, schedules and notifies member of initial appointment with Commander, gives package to Commander, prepares copies for member, schedules and notifies member of appointment with Area Defense Council (if necessary), schedules and notifies member of follow-up appointment with Commander, processes appellate leave (if applicable), prepares copies for member and files, hand carries to appropriate agency, and files copies.

A2.14.7. OUTPROCESSES PERSONNEL. Receives assignment, retirement, or separation application or notification; reviews, prepares endorsement, and coordinates; forwards assignment application or cancellation to member; provides unit outprocessing checklist to member; sets up appointment with First Sergeant and Commander if desired; weighs member; removes member from unit duty roster and personnel locator file; verifies documentation; obtains and prepares certificates, if applicable; annotates checklist; forwards documentation to appropriate agency, sets up retirement ceremony, if desired; and disposes of the PIF.

A2.14.8. MANAGES PUBLICATIONS AND FORMS DISTRIBUTION. Performs unit Customer Account Representative (CAR) duties, determines publication requirements, reviews publication bulletins, processes requirements from Subaccount Representatives (SARs), prepares and forwards requirements to Publications Distribution Office (PDO), maintains unit records, receives and distributes publications, consolidates SAR forms requirements, prepares and forwards requisition requirements to PDO, receives and distributes forms, trains SARs, and controls accountable forms.

A2.14.9. MANAGES RECORDS. Performs Unit Functional Area Records Management (FARM) duties, maintains Records Information Management System (RIMS), reviews file plans and forwards to records manager, inspects offices of record, prepares and submits FARM report, requests filing equipment, identifies personnel for training, and coordinates records transfer to staging area.

A2.14.10. UPDATES AND CHANGES PERSONNEL INFORMATION (PHYSICAL PROFILE, CHANGE OF REPORTING OFFICIAL, DUTY TITLE CHANGE, SPECIALTY/LINE BADGE, PERSONNEL RELIABILITY PROGRAM, GOOD CONDUCT MEDAL, AND PERSONNEL SECURITY PROGRAM). Receives notification or application, reviews update or change (as required), prepares necessary paperwork, ensures training and certificates are complete (as needed), updates records, lists, and files, notifies member, files, and audits transaction registers.

A2.14.11. PROCESSES DECORATIONS. Submits or receives recommendation for decoration, receives consideration from MPF, establishes and monitors suspense, forwards to supervisor for recommendation, reviews for quality control of narrative and citation, logs action dates on suspense slip, processes nonrecommendations, forwards to MPF, and audits transaction register.

A2.14.12. PROCESSES APPLICATIONS, REQUESTS, AND CLAIMS (OFF-DUTY EMPLOYMENT, REQUEST TO RESIDE OFF BASE WITHOUT BASE ALLOWANCE FOR HOUSING (BAH), ADVANCE PAY, SPECIFIED PERIOD OF TIME CONTRACT, SPECIAL DUTY PAY, PERSONAL CLOTHING, SQUADRON PASS, PRIVACY ACT REQUEST, FOIA REQUEST, BANKING FACILITY, BASIC ALLOWANCE FOR SUBSISTENCE, SUBSISTENCE IN KIND, AND MILITARY PAY ORDER). Receives and reviews application, claim, or request; obtains additional information, if necessary; verifies eligibility, if needed; briefs member on necessary information; prepares forms, letters, or reports; obtains Commander's signature; maintains copy and files, if needed; and returns to member or appropriate agency.

A2.14.13. MAINTAINS UNIT PUBLICATIONS. Receives update/change notification, routes to appropriate OPR for action, suspenses action, prepares regulation or operating instruction (OI), coordinates draft, forwards for approval and publication, reproduces final and distributes copies, maintains record set, prepares and maintains index, and ensures annual review by OPR.

A2.14.14. PROCESSES REENLISTMENT OR PROMOTION. Receives and processes notification of eligibility, weighs member (if required), verifies eligibility, prepares documentation, obtains Commander's signature, forwards to MPF, makes copy and files in PIF, and schedules ceremony (if required).

A2.14.15. MANAGES AWARDS AND SPECIAL PROGRAMS. Determines requirements, solicits and suspenses nominations, schedules, organizes and conducts board (as needed), reviews and finalizes nomination packages, forwards packages, and prepares awards or ceremonies (as required).

A2.14.16. MANAGES WEIGHTED AIRMAN PROMOTION SYSTEM (WAPS) MATERIAL AND TESTING. Orders and issues Promotion Fitness Examination (PFE) and Skill Knowledge and Testing (SKT) study material, controls and suspenses material, maintains Extension Course Institute (ECI) catalog, schedules personnel for testing, distributes WAPS data verification, and reschedules (as needed).

A2.14.17. PROCESSES TDY ORDER. Receives information required for orders, originates order, transmits via PC-III, prints, reproduces, and distributes, and maintains orders record sets.

A2.14.18. MAINTAINS PUBLICATIONS LIBRARY. Determines publication requirements, monitors publication bulletins, procures new publications, posts changes and supplements, and checks out and monitors publications.

A2.14.19. MANAGES SUBSTANCE ABUSE CONTROL PROGRAM. Receives random urinalysis testing list or other notification and notifies selectees, schedules testing and monitors no-shows, completes request for evaluation, and forwards form to Social Actions.

A2.14.20. SCHEDULES MEDICAL AND DENTAL APPOINTMENTS. Receives quota or request, notifies selectee and supervisor, schedules appointment with Commander or First Sergeant (if needed), prepares documentation or recommendation paperwork, obtains

signatures, forwards to appropriate agency, files copy (if needed), and annotates rosters (if applicable).

A2.14.21. MANAGES COMMANDER'S CALENDAR. Receives appointment request, schedules, updates, verifies, publishes, and distributes.

A2.14.22. PROCESSES RECURRING REPORTS (PERSONNEL STATUS, SUBSISTENCE STRENGTH, PUBLIC AFFAIRS, AND COPIER). Collects data, analyzes, consolidates, prepares and forwards report to appropriate agency.

A2.14.23. MANAGES COMMANDER'S RECOGNITION PROGRAMS (MEDAL PRESENTATION, INDIVIDUAL RECOGNITION, ETC.). Schedules time and place; notifies personnel; determines need for audiovisual equipment; obtains equipment, decorations, awards, and certificates; schedules photographer; gathers biography and guest information; prepares agenda; sets up room; returns equipment; picks up developed pictures; and distributes pictures.

A2.14.24. SCHEDULES SPECIAL DETAILS. Prepares the duty roster, distributes, posts copy on the unit bulletin board, retains file copy, and maintains inactive card file on departed individual.

A2.14.25. SCHEDULES, PREPARES, AND ATTENDS STAFF MEETINGS. Schedules time and place, notifies personnel, determines need for audiovisual equipment, obtains resources, prepares agenda, sets up location, reschedules (if necessary), and takes minutes.

INDIRECT. Indirect work involves those tasks that are not readily identifiable with the work center's specific product or service. The major categories of standard indirect work are: Administers Civilian, Officer, and Enlisted Personnel; Directs Work Center Activity; Provides Administrative Support; Prepares for and Conducts/Attends Meeting; Administers Training; Manages Supplies; Maintains Equipment; and Performs Cleanup. See AFMS 00AA, *Standard Indirect Description*.

Attachment 3
MANPOWER TABLE

STANDARD MANPOWER TABLE											
WORK CENTER/FAC			APPLICABILITY MAN-HOUR RANGE								
Operational Contracting/12A0											
AIR FORCE SPECIALTY TITLE	AFSC	GRADE	MANPOWER REQUIREMENT								
★Contracting	64P3	Lt COL						1	1	1	1
Contracting	64P3	MAJ	2	2	2	2	2	2	2	2	2
Contracting	64P3	CPT	5	5	5	5	5	5	5	5	5
Contracting	64P3	LT	3	3	3	3	3	3	3	3	3
Contracting Manager	6C000	CMS									
Contracting Supt	6C091	SMS	1	1	1	1	1	1	1	1	1
Contracting Crftmn	6C071	MSG	2	2	3	3	3	3	3	4	4
Contracting Crftmn	6C071	TSG	3	3	3	4	4	4	4	4	5
Contracting Jrnymn	* 6C051	SSG	5	5	5	5	5	5	5	5	5
Contracting Jrnymn	* 6C051	SRA	2	3	3	3	3	3	4	4	4
Contracting Apr	* 6C031	A1C	2	2	2	2	3	3	3	3	3
TOTAL			25	26	27	28	29	30	31	32	33
AIR FORCE SPECIALTY TITLE	AFSC	GRADE	MANPOWER REQUIREMENT								
★Contracting	64P3	LT COL	1	1	1	1	1	1	1	1	1
Contracting	64P3	MAJ	2	2	2	2	2	2	3	3	3
Contracting	64P3	CPT	5	5	5	5	5	5	5	5	5
Contracting	64P3	LT	3	4	4	4	4	4	4	4	4
Contracting Manager	6C000	CMS									
Contracting Supt	6C091	SMS	1	1	1	1	1	1	1	1	1
Contracting Crftmn	6C071	MSG	4	4	4	4	4	5	5	5	5
Contracting Crftmn	6C071	TSG	5	5	6	6	6	6	6	7	7
Contracting Jrnymn	* 6C051	SSG	6	6	6	6	6	6	6	6	7
Contracting Jrnymn	* 6C051	SRA	4	4	4	4	5	5	5	5	5
Contracting Apr	* 6C031	A1C	3	3	3	4	4	4	4	4	4
*A 3A0X1 or 3S0X1 may be substituted for the 6C031 or 6C051 following the basic guidelines in table 1, para 2.3.1.											
TOTAL			34	35	36	37	38	39	40	41	42

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STANDARD MANPOWER TABLE											
WORK CENTER/FAC			APPLICABILITY MAN-HOUR RANGE								
Operational Contracting/12A0											
AIR FORCE SPECIALTY TITLE	AFSC	GRADE	MANPOWER REQUIREMENT								
★Contracting	64P3	LT COL	1	1	1	1	1	1	1	1	1
Contracting	64P3	MAJ	3	3	3	3	3	3	3	3	3
Contracting	64P3	CPT	5	5	5	5	5	5	5	5	5
Contracting	64P3	LT	4	4	4	4	4	4	4	4	4
Contracting Manager	6C000	CMS	1	1	1	1	1	1	1	1	1
Contracting Supt	6C091	SMS	1	1	1	1	1	1	1	1	1
Contracting Crftmn	6C071	MSG	5	5	5	5	5	6	6	6	6
Contracting Crftmn	6C071	TSG	7	7	7	8	8	8	8	9	9
Contracting Jrnymn	* 6C051	SSG	7	7	7	7	8	8	8	8	9
Contracting Jrnymn	* 6C051	SRA	5	6	6	6	6	6	7	7	7
Contracting Apr	* 6C031	A1C	4	4	5	5	5	5	5	5	5
TOTAL			43	44	45	46	47	48	49	50	51
AIR FORCE SPECIALTY TITLE	AFSC	GRADE	MANPOWER REQUIREMENT								
★Contracting	64P3	LT COL	1	1	1	1	1	1	1	1	1
Contracting	64P3	MAJ	3	3	3	3	3	3	3	3	3
Contracting	64P3	CPT	5	5	5	5	5	5	5	5	5
Contracting	64P3	LT	4	4	5	5	5	6	6	6	6
Contracting Manager	6C000	CMS	1	1	1	1	1	1	1	1	1
Contracting Supt	6C091	SMS	2	2	2	2	2	2	2	2	2
Contracting Crftmn	6C071	MSG	6	6	6	6	6	6	6	6	6
Contracting Crftmn	6C071	TSG	9	9	9	9	10	10	10	10	10
Contracting Jrnymn	* 6C051	SSG	9	9	9	9	9	9	10	10	11
Contracting Jrnymn	* 6C051	SRA	7	7	7	8	8	8	8	9	9
Contracting Apr	* 6C031	A1C	5	6	6	6	6	6	6	6	6
*A 3A0X1 or 3S0X1 may be substituted for the 6C031 or 6C051 by following the basic guidelines in table 1, para 2.3.1.											
TOTAL			52	53	54	55	56	57	58	59	60

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STANDARD MANPOWER TABLE											
WORK CENTER/FAC			APPLICABILITY MAN-HOUR RANGE								
Operational Contracting/12A0											
AIR FORCE SPECIALTY TITLE	AFSC	GRADE	MANPOWER REQUIREMENT								
★Contracting	64P3	LT COL	1	1	1	1	1	1	1	1	1
Contracting	64P3	MAJ	3	3	3	3	3	3	3	3	3
Contracting	64P3	CPT	5	5	5	5	5	5	5	5	5
Contracting	64P3	LT	6	6	6	6	6	6	7	7	7
Contracting Manager	6C000	CMS	1	1	1	1	1	1	1	1	1
Contracting Supt	6C091	SMS	2	2	2	2	2	2	2	2	2
Contracting Crftmn	6C071	MSG	6	7	7	7	7	7	7	7	7
Contracting Crftmn	6C071	TSG	11	11	11	12	12	12	12	12	13
Contracting Jrnymn	* 6C051	SSG	11	11	12	12	12	12	12	13	13
Contracting Jrnymn	* 6C051	SRA	9	9	9	9	10	10	10	10	10
Contracting Apr	* 6C031	A1C	6	6	6	6	6	7	7	7	7
TOTAL			61	62	63	64	65	66	67	68	69
AIR FORCE SPECIALTY TITLE	AFSC	GRADE	MANPOWER REQUIREMENT								
★Contracting	64P3	LT COL	1	1	1	1	1	1	1	1	1
Contracting	64P3	MAJ	3	3	3	3	3	3	3	3	3
Contracting	64P3	CPT	5	5	5	5	5	5	5	5	5
Contracting	64P3	LT	7	8	8	8	8	8	8	8	9
Contracting Manager	6C000	CMS	1	1	1	1	1	1	1	1	1
Contracting Supt	6C091	SMS	2	2	2	2	2	2	2	2	2
Contracting Crftmn	6C071	MSG	7	7	7	7	7	8	8	8	8
Contracting Crftmn	6C071	TSG	13	13	13	13	13	13	14	14	14
Contracting Jrnymn	* 6C051	SSG	14	14	14	15	15	15	15	15	15
Contracting Jrnymn	* 6C051	SRA	10	10	11	11	11	11	11	12	12
Contracting Apr	* 6C031	A1C	7	7	7	7	8	8	8	8	8
* A 3A0X1 or 3S0X1 may be substituted for the 6C031 or 6C051 following the basic guidelines in table 1, para 2.3.1.											
TOTAL			70	71	72	73	74	75	76	77	78

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STANDARD MANPOWER TABLE											
WORK CENTER/FAC			APPLICABILITY MAN-HOUR RANGE								
Operational Contracting/12A0											
AIR FORCE SPECIALTY TITLE	AFSC	GRADE	MANPOWER REQUIREMENT								
★Contracting	64P3	LT COL	1	1	1	1	1	1	1	1	1
Contracting	64P3	MAJ	3	3	3	3	3	3	3	3	3
Contracting	64P3	CPT	5	5	5	5	5	5	5	5	5
Contracting	64P3	LT	9	9	9	10	10	10	10	10	10
Contracting Manager	6C000	CMS	1	1	1	1	1	1	1	1	1
Contracting Supt	6C091	SMS	2	2	2	2	2	2	2	2	2
Contracting Crftmn	6C071	MSG	8	8	8	8	8	8	8	8	9
Contracting Crftmn	6C071	TSG	14	15	15	15	15	16	16	16	16
Contracting Jrnymn	* 6C051	SSG	16	16	16	16	17	17	17	18	18
Contracting Jrnymn	* 6C051	SRA	12	12	13	13	13	13	13	13	13
Contracting Apr	* 6C031	A1C	8	8	8	8	8	8	9	9	9
TOTAL			79	80	81	82	83	84	85	86	87
AIR FORCE SPECIALTY TITLE	AFSC	GRADE	MANPOWER REQUIREMENT								
★Contracting	64P3	LT COL	1	1	1	1	1	1	1	1	1
Contracting	64P3	MAJ	3	3	3	3	3	3	3	3	3
Contracting	64P3	CPT	5	5	5	5	5	5	5	5	5
Contracting	64P3	LT	10	10	10	11	11	11	11	11	11
Contracting Manager	6C000	CMS	1	1	1	1	1	1	1	1	1
Contracting Supt	6C091	SMS	2	2	2	2	2	3	3	3	3
Contracting Crftmn	6C071	MSG	9	9	9	9	9	9	9	9	10
Contracting Crftmn	6C071	TSG	16	16	17	17	17	17	18	18	18
Contracting Jrnymn	* 6C051	SSG	19	19	19	19	20	20	20	20	20
Contracting Jrnymn	* 6C051	SRA	13	14	14	14	14	14	14	14	14
Contracting Apr	* 6C031	A1C	9	9	9	9	9	9	9	10	10
* A 3A0X1 or 3S0X1 may be substituted for the 6C031 or 6C051 following the basic guidelines in table 1, para 2.3.1.											
TOTAL			88	89	90	91	92	93	94	95	96

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STANDARD MANPOWER TABLE											
WORK CENTER/FAC			APPLICABILITY MAN-HOUR RANGE								
Operational Contracting/12A0											
AIR FORCE SPECIALTY TITLE	AFSC	GRADE	MANPOWER REQUIREMENT								
★Contracting	64P3	LT COL	1	1	1	1	1	1	1	1	1
Contracting	64P3	MAJ	3	3	3	3	3	3	3	3	3
Contracting	64P3	CPT	5	5	5	5	5	5	5	5	5
Contracting	64P3	LT	11	11	11	11	12	12	12	13	13
Contracting Manager	6C000	CMS	1	1	1	1	1	1	1	1	1
Contracting Supt	6C091	SMS	3	3	3	3	3	3	2	2	2
Contracting Crftmn	6C071	MSG	10	10	10	10	10	10	11	11	11
Contracting Crftmn	6C071	TSG	18	18	19	19	19	19	20	20	20
Contracting Jrnymn	* 6C051	SSG	21	21	21	22	22	22	22	22	22
Contracting Jrnymn	* 6C051	SRA	14	15	15	15	15	16	16	16	16
Contracting Apr	* 6C031	A1C	10	10	10	10	10	10	10	10	11
TOTAL			97	98	99	100	101	102	103	104	105
AIR FORCE SPECIALTY TITLE	AFSC	GRADE	MANPOWER REQUIREMENT								
★Contracting	64P3	LT COL	1	1	1	1					
Contracting	64P3	MAJ	3	3	3	3					
Contracting	64P3	CPT	5	5	5	5					
Contracting	64P3	LT	13	13	13	13					
Contracting Manager	6C000	CMS	1	1	1	1					
Contracting Supt	6C091	SMS	2	2	2	2					
Contracting Crftmn	6C071	MSG	11	11	11	11					
Contracting Crftmn	6C071	TSG	20	20	20	20					
Contracting Jrnymn	* 6C051	SSG	23	23	24	24					
Contracting Jrnymn	* 6C051	SRA	16	17	17	18					
Contracting Apr	* 6C031	A1C	11	11	11	11					
* A 3A0X1 or 3S0X1 may be substituted for the 6C031 or 6C051 following the basic guidelines in table 1, para 2.3.1.											
TOTAL			106	107	108	109					

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Attachment 4

VARIANCES

OPERATIONAL CONTRACTING

★A4.1. Title. Positive Mission Variance for Utility Privatization.

A4.1.1. Definition. Requirement to handle the Air Forces Utility Privatization effort lasting until FY03/4 directed by the Department of Defense Reform Initiative Directive (DRID) #49. Privatizing Utility Systems was not included in the core requirement. Positions generate if a “go” decision is made at the Utility Privatization “go, no-go” decision point.

A4.1.2. Impact and Applicability. +1, except for Peterson +8.

A4.2. Title. Positive Mission Variance for Housing Privatization.

A4.2.1. Definition. Housing privatization as directed by the Defense Planning Guidance to solve Services' housing problem. Privatizing housing (awarding and administering) was not included in the core requirements.

A4.2.2. Impact. +1.5

A4.3. Title. Positive Mission Variance for German, Italian, Japanese, Portuguese, or Turkish Language.

A4.3.1. Definition. There is an inherent difference in the time it takes a German, Italian, Japanese, Portuguese, or Turkish employee to accomplish any contracting tasks involving German, Italian, Japanese, Portuguese, or Turkish contractors. This increased time has no relationship to ability. It is a combination of the time it takes to translate or interpret documents and conversations and the time it takes to communicate basic cultural and business concepts to contractors and contracting officers.

A4.3.2. Impact and Applicability.

Table A4.1. Impact and Applicability.

BASE	MANPOWER IMPACT
Misawa AB, JA	+1
Spangdahlem AB, GE	+1
Incirlik AB, TU	+1
Lajes Field, Azores	+1
Aviano AB, IT	+2
Ramstein AB, GE	+5
Kadena AB, JA	+5
Yokota AB, JA	+5

A4.4. Title. Positive Mission Variance for PACAF Inter-Service Support.

A4.4.1. Definition. Support for PACAF Inter-Service Support was not included in the "core" requirements.

A4.4.2. Impact and Applicability.

Table A4.2. Impact and Applicability.

BASE	MANPOWER IMPACT
Kadena AB, JA	+ 900.01 man-hours
Yokota AB, JA	+ 1997.15 man-hours

A4.5. Title. Positive Mission Variance for Deployed Contracting Support Funded by Special Operations Funding (SOF).

A4.5.1. Definition. Support for deployed contracting for the Special Mission Plans Division, Special Operations Group and 1st Special Operations Wing was not provided for in the "core" requirements.

A4.5.2. Impact and Applicability. Hurlburt AFB FL, +2.

★A4.6. Title. Positive Mission Variance for Section 801 Housing Projects.

A4.6.1. Definition. Support for bases with Section 801 Housing Projects Authorized under 10 U.S.C. 2828 Section 801 of Military Family Housing Act of 1984 was not accounted for in the "core" requirements.

A4.6.2. Impact and Applicability. Goodfellow AFB TX, Cannon AFB NM, Hurlburt AFB FL, Ellsworth AFB SD, and Andrews AFB MD, +1.

A4.7. Title. Positive Mission Variance for special administration of Gerald Champion Memorial Hospital (GCMH)

A4.7.1. Definition. The 49 CONS supports a congressionally directed sharing arrangement with the local major medical center. Support for GCMH is not included in Centralized Contract Dollars managed by the Contracting office. The sharing arrangement is a \$7 million investment in the new facility to secure the right of Air Force medical personnel to use the new facility. The \$7 million investment up-front is paid back to the Air Force over a 7-year period of time from when the new facility becomes operational through a reduction in the standard rate charged for facility use. The total period of the agreement is 15 years, during which Holloman AFB receives the reduction in the standard rate charged for facility use. The 49 CONS is responsible for the administration of this unique arrangement in its entirety. This is not included in the core requirements.

A4.7.2. Impact and Applicability. Holloman AFB NM, +1.0.

A4.8. Title. Positive Mission Variance for Support of Geographically Separated Units (GSUs).

A4.8.1. Definition. Support for multiple GSUs to include travel and language translation was not included in the core requirement. This support will require TDYs supporting site activations (SATAFs), SOW development, and acquisition strategy.

A4.8.2. Impact and Applicability. Spangdahlem, +1.5. Feltwell, 346 Man-hours. Sheppard, +1.0.

A4.9. Title. Positive Mission Variance for Large regional, \$0 Contracts

A4.9.1. Definition. In some cases, Operational Contracting is using one squadron to write large requirement contracts that will be used by multiple installations. These contracts are zero dollar contracts and therefore will not earn manpower under the standard (manpower will be earned by installations reporting delivery orders under the contract). The contracts will have at least one man-year effort up front. Contracting squadrons accomplishing regional, zero dollar requirements contracts will request the manpower at the time the requirement is in the process of being identified. Manpower for the effort will remain for three months after award.

A4.9.2. Impact and Applicability. +1 for all squadrons where the requirement is validated.

★A4.10. Title. Positive Mission Variance for Small Business Administration.

A4.10.1. Definition. AFI 64-201, *Small Business Programs*, paragraph 3.1, indicates any office awarding over \$100 million per year (includes Specialized flight dollars) will have a full-time Small Business Specialist.

A4.10.2. Impact and Applicability. +1 for all squadrons where the requirement is validated.

A4.11. Title. Positive Mission Variance for Utility Contract Long-Range Renewal Program (22 contracts).

A4.11.1. Definition. Utility contract dollars were taken out of centralized dollars since their high-dollar amount would skew the data. Utility contract actions were also excluded from centralized contract actions. This supports a long-range contract renewal program.

A4.11.2. Impact and Applicability. Kadena AFB, +226.05 man-hours.

★A4.12. Title. Positive Mission Variance to Support Multi-Data Systems.

A4.12.1. Definition. Additional workload due to support of two additional independent automated databases (FA0021 - HQ AFSOC, and USZA20 - SOCOM).

A4.12.2. Impact and Applicability. Hurlburt AFB FL, + 194 man-hours.

★A4.13. **Title.** Positive Mission Variance for AFCAP Contingency Operation Support Contract.

A4.13.1. **Definition.** The AFCAP contract is used as a resource alternative to organic military forces in support of MOOTW. It provides direct contractor access to all MAJCOMS for base operating support, sustainment, functional backfill and CONUS/OCONUS disaster recovery operations.

A4.13.2. **Impact and Applicability.** Tyndall AFB FL, +2

★A4.14. **Title.** Positive Mission Variance for Numbered Air Force (NAF) Support.

A4.14.1. **Definition.** The 355th Contracting Office is tasked by HQ 12th Air Force to provide contract expertise in support of the Amazon Basin Conference and Forward Operating Locations in Curacao, Aruba, Ecuador, and Puerto Rico. HQ 12th Air Force also has a detachment that supports Joint Task Force Operations at Soto Cano Air Base, Honduras. An additional seven geographically separated units also require contracting support. Support requires attendance at meetings and conferences, performing staff assistance visits, reviewing host nation agreements, providing deployed contracting officer agent support and NAF-contracted services support.

A4.14.2. **Impact and Applicability.** Davis Monthan AFB AZ, +3.

★Attachment 5

PROCESS ANALYSIS SUMMARY**OPERATIONAL CONTRACTING****Table A5.1. Process Analysis Summary, Operational Contracting.**

PROCESS TITLE (In Priority Order)	PROCESS TIME (MONTHLY MAN-HOURS)	ANNUAL PROJECTED WORKLOAD	FRACTIONAL MANPOWER
1. Acquisition Presolicitation Planning	673.23	Solicitations by Dollar Amount: 431 (25 to 100K), 36 (100K to 1M), 12 (1M to 5M), 12 (> 5M)	4.38
2. Acquisition Solicitation Non-Formal Processing (Request for Quotation (RFQ): >25K - <100K)	15.73	58 Requests for Quotation (RFQ) >25K - < 100K	.10
3. Acquisition Solicitation Formal Processing (RFP/IFB/RFQ >100K)	488.39	24 Requests for Proposal (RFP)/ Invitation for Bid (IFB)/RFQ	3.18
4. Delivery Order (DO)/Task Order (TO)	280.93	701 DOs/TOs	1.83
5. Award of Contract	130.15	511 Contracts Awarded	.85
6. Protest Before and After Award	9.59	2 Protests	.06
7. Acquisition Administration	1622.31	110 Commodity Contracts, 30 Service Contracts, 61 Construction Contracts	10.56
8. Actions Under 25K	220.79	1464 Awarded Contracts Under 25K	1.44
9. Quality Assurance Program Administration and Surveillance	N/A	Fixed	1.0
11. Contracting Operations Oversight	N/A	Fixed	2.0
12. Contingency Contracting	N/A	279 Annual Days Deployed 4.08 Personnel Deployed (Incl. Mgt./Pre/Post Work)	1.09
13. Operational Contracting Office Functional, System, and Database Administration Support	N/A	Table 3	Variable
14. Administrative and Personnel Actions (Orderly Room)	N/A	Table 1	Variable